

SUPPLY CHAIN SUSTAINABILITY



July - Sept 2020

Supply Chain Sustainability School

Progress report

1. Summary by numbers

1.1 Overview

The last six months, though have been challenging and brought about a huge amount of change, have also brought opportunity to the School. The overnight change to virtual learning only has continued to increase engagement within the School across all types of learning.

Since April 1st, 2020 (the new FY) **the School has delivered online face to face training to 3,008 learners (compared to 2,087 learners in the same time period in 2019)**. Resource access and eLearning downloads have significantly increased, a 73% increase in resource access and 80% increase in eLearning downloads (compared to 2019). This report shows the detail behind these figures.

September saw the learning pathway functionality launched. Learning Pathways are an exciting new feature of the School which allows members to allocate specific resources to a specific audience and track their progress through the awarding of badges and downloadable reports. These are referred to as Individual Learning Pathways. All company administrators and owners can create a pathway to either assign to colleagues, or to post to a pathway catalogue for colleagues to self-enrol in. There are also learning pathway functionality just for Partners (referred to as Priority Supplier Learning Pathways). In addition to the above learning pathway, Partners can also create learning pathways and assign them to their priority suppliers. The third is called a Self-enrol pathway. These are learning pathways that have been developed by the School, or potentially Partners or members, and have been made public i.e. anyone can take this learning pathway.

There is a section on the website which has full details, FAQ's, guides and instructional videos on creating these learning pathways [here](#).

There is already a self-enrol learning pathway live which is accessible from individual dashboard called 'Sustainability: an Introduction'. In addition to this, in development are self-enrol pathways on:

- *Carbon*
- *Social Value*
- *Modern Slavery*
- *Offsite*
- *Waste*
- *Lean*

These will be peer reviewed by the various groups and will be available soon. It will be interesting to see what impact the pathways have on learning through the School.

1.2 Progress against KPI's

There are currently 2,263 organisations who have become active since 1st April 2020**.

In terms of the planned activities, these remain on track with much of the financial year already set. Resource access continues to see significant increases with a high level of eLearning being downloaded.

Table 1 below shows a summary of planned activity and progression for each sector:

Deliverables Actual/Target	Const	FM	Homes	Infra	Offsite	Wales	Scotland	Entire School (not FIR)	FIR
Active companies	1,936 / (2,600)	430 / (500)	671 / (850)	683 / (850)	519 / (600)	313 / (550)	533 / (500)	2,263 / 3,200	136 / (400)
Supplier days	1 / 1	0 / 1	0 / 1 (with HBF)	0 / 1	0 / 1	n/a	0 / 1	1 / 6	n/a
Sub-contractor events	3 / 6	2 / 3	1 / 5	4 / 3	(0 / 4)	1 / (4)	3 / (5)	13 / 20	n/a
Learners @ training	606 / 760	336 / 500	202 / 555	554 / 530	329 / 545	200 / (575)	229 / (460)	3,008 / 3,065	913
Training Workshops	18 / 9	2 / 12	1 / 7	9 / 15	9 / 14	1 / (13)5	(1)1 / (5)3	46 / 57	17 / 32
Webinars	4 / 9	4 / 3	3 / 5	2 / 4	7 / 4	3 / (5)	1 / (4)	53 / 25	10 / 16
FIR Ambassadors	--	--	--	--	--	--	--	--	392 / 450
E-learning downloads	--	--	--	--	--	--	--	6,664 / 4,000	--
E-learning (new)	n/a	n/a	n/a	0 / 1	8 / 7 (8 in progress)	n/a	n/a	8 / 8	n/a
Assessments*	44+497 (Target 400 + 2,000)	11+119 (Target 100 + 500)	15+159 (Target 150 + 700)	23+283 (Target 150 + 1,000)	133 (Target 150)	29+174 (Target 50+100)	38+294 (Target 5- +200)	124+1,291 (Target 600 + 2,500)	n/a
Re-assessments*	173+142 (Target 700 + 550)	29+37 (Target 150 + 200)	89+61 (Target 300 + 280)	68+55 (Target 260+350)	31 (Target 50)	36+59 (Target 75+50)	76+79 (Target 150+50)	238+320 Target 800 + 600	n/a
Bronze/Silver/Gold	325 / (600)	72 / (150)	156 / (300)	166 / (200)	n/a	n/a	n/a	370 / 500	n/a

Key:	On target	Concern	Focus required	No target
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*Wales & Scotland School have some events that are part of the sector business plans (denoted in brackets)
 ** Bracketed figures indicate potential for double counting against the entire school target. For example, a company can be active in more than 1 market sector but would only count once towards the overall target.

Please note: In the new system Wales & Scotland are viewed as regions. There are two ways to look at the reporting for these regions:

- Looking at the number of companies with a Welsh or Scottish postcode.
- Those who have an interest in these regions but are not actually located there.

The figures above illustrate figures from the second bullet point.

In addition, as there has been a joined-up approach towards the face to face training activities, there are several activities which are not ‘sector specific’ so the figures above will not necessarily add up to the total.

1.3 Online Face to face training activities

The School is continuing to deliver all training activities outlined in the sector business plans virtually. This is detailed below. As a reminder: Lunch n Learn represent the webinars; Business Bytes represent the subcontractor briefings; workshops are virtual.

Table 2. Supplier days and sub-contractor briefings taken place to date

What	Virtual Workshop	Lunch n Learn	Business Bytes
Length	1-2 hrs	30 mins- 1 hr	1.5-2 hrs
Platform	Zoom	Zoom or ClickMeeting	ClickMeeting
Attendee limit	25-30	500	500
For	Interactive session with break out group and audience engagement	Build knowledge or learning on specific topics or School use.	Host a multiple speaker presentation to engage on topics/strategies

Attendance figures continue to stay at a high level and 2020 has in fact seen 86% more learners attend training activities. The switch to virtual training delivery has allowed more members to access the learning available.

The last report explained the weekly meeting to discuss content between Sector Leads and Subject Matter Experts to ensure that the training programme remained agile, responding quickly to industry but also providing training around the most popular topics. These topics remain as waste, carbon, Fairness, Inclusion & Respect and Wellbeing.

The below table details the 142 training activities that have taken place in quarter one & two (these include the FIR programme). There have been 3,921 learners in total in the first six months of the FY. This is an 84% increase on the same time period in 2019 (2,137 learners).

Table 3. Training activities taken place to date

Date	Type	Topic	Attended
25-Mar-20	Business Bytes/ Supplier day	Scape Climate Action event - Carbon & Waste	141
31-Mar-20	workshop	Scape Climate Action event – Carbon: <i>Series of 13 x workshops on Carbon & Waste over March & April</i>	48
21-Apr-20	workshop	Business Case for FIR	62
21-Apr-20	Lunch & Learn	Benchmarking your sustainability skills	55
23-Apr-20	Lunch & Learn	Understanding your offsite skills needs: Lunch n Learn	18
28-Apr-20	workshop	Measuring and Managing Sustainability	14
29-Apr-20	workshop	Welcome to the School	23
29-Apr-20	workshop	Offsite Fundamentals	19
30-Apr-20	Business Bytes	Business Bytes: Delivering low carbon civil engineering projects for a 2045 Scotland	114
01-May-20	workshop	Becoming a FIR Ambassador	16
05-May-20	Business Bytes	Carbon/Social Value/Biodiversity Net Gain	51
06-May-20	workshop	Waste & Resource Efficiency	27

Date	Type	Topic	Attended
07-May-20	workshop	Leading people Inclusively	12
12-May-20	Lunch & Learn	Carbon reporting - meeting customer requirements (linking to work of Carbon SIG)	90
14-May-20	Lunch & Learn	Understanding the MMC Definition Framework	21
15-May-20	Lunch & Learn	SMEs- Tools and Strategies to embed FIR	35
19-May-20	Lunch & Learn	Getting the best out of your dashboard	13
20-May-20	Business Bytes	Coming out of COVID-19 risks and actions - Partner Roundtable discussion	9
21-May-20	workshop	Business Case for FIR	26
21-May-20	Lunch & Learn	Plastic Waste Tax Lunch n Learn	89
21-May-20	Lunch & Learn	Returning to sites post COVID-19	60
22-May-20	Lunch & Learn	Returning to manufacturing work post COVID-19	15
26-May-20	workshop	Leading Change	12
27-May-20	Lunch & Learn	Impact – are we seeing signs of change?	38
28-May-20	Business Bytes	People Matter Charter	59
02-Jun-20	workshop	Offsite Design	19
03-Jun-20	workshop	Business Case for FIR	27
03-Jun-20	Lunch & Learn	UKGBC Social Value Measurement Guide	57
09-Jun-20	Lunch & Learn	Offsite Procurement	30
11-Jun-20	Lunch & Learn	How to retain your disabled staff	22
12-Jun-20	workshop	Monetising Social Value	29

Date	Type	Topic	Attended
17-Jun-20	workshop	How to monitor and report workplace diversity	29
17-Jun-20	Lunch & Learn	Getting the best out of your dashboard	15
18-Jun-20	Lunch & Learn	Getting the best out of your dashboard	26
18-Jun-20	Lunch & Learn	Net zero and carbon offsetting	70
22-Jun-20	Lunch & Learn	Climate Change Family Quiz Time!	18
23-Jun-20	workshop	Responsible Timber Sourcing	19
24-Jun-20	Lunch & Learn	SMEs- Challenges and Obstacles	22
25-Jun-20	workshop	Lean Construction	25
29-Jun-20	workshop	Offsite Site Management	11
30-Jun-20	Business Bytes	COVID-19 Industry response	89
30-Jun-20	workshop	Becoming a FIR Ambassador	7
01-Jul-20	Virtual workshop	Business Case for FIR	22
02-Jul-20	workshop	Modern Slavery	26
06-Jul-20	Lunch & Learn	Managing Remotely	61
06-Jul-20	Lunch & Learn	Scope busting	31
07-Jul-20	Business Bytes	Aberdeen regeneration	32
08-Jul-20	workshop	Business Case for FIR	32
08-Jul-20	workshop	Getting to Grips with Low Carbon Procurement - London Responsible Procurement Network	28
09-Jul-20	Lunch & Learn	Supply Chain Resilience	38

Date	Type	Topic	Attended
10-Jul-20	Lunch & Learn	Let's talk about race	103
14-Jul-20	Lunch & Learn	Construction Industrialisation	46
14-Jul-20	workshop	Unconscious Bias	29
15-Jul-20	Lunch & Learn	Coping with Stress	37
15-Jul-20	workshop	Measuring carbon and identifying hotspots	12
21-Jul-20	workshop	Circular economy	45
22-Jul-20	Business Bytes	Social Value - Briefing paper	58
23-Jul-20	Lunch & Learn	Wellbeing of Future Generations Act - Wales	48
24-Jul-20	workshop	Race and culture	30
24-Jul-20	workshop	Sustainable procurement	
24-Jul-20	workshop	Welcome to the School	
28-Jul-20	workshop	Offsite Procurement	15
28-Jul-20	Lunch & Learn	AUTOMATED: Getting to grips with your dashboard	23
29-Jul-20	Business Bytes	Plastic Packaging Tax - Ask the Expert	75
29-Jul-20	workshop	Partner Maturity Matrix	15
30-Jul-20	workshop	Sustainable procurement	
30-Jul-20	Lunch & Learn	Recruiting disabled talent	33
03-Aug-20	Lunch & Learn	BAM and Whitecroft Lighting - A Circular Economy case study	48
04-Aug-20	workshop	Business Case for FIR	36

Date	Type	Topic	Attended
04-Aug-20	Lunch & Learn	Learning pathways for Partners Session 1	17
04-Aug-20	Lunch & Learn	Learning pathways for Members Session 1	22
05-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	18
05-Aug-20	Business Bytes	How do we take the “opportunity” of lockdown to alter our work practices to a lower carbon alternative?’	
06-Aug-20	workshop	Sustainable procurement	
06-Aug-20	Business Bytes	Grosvenor Supply Chain Charter	41
06-Aug-20	Lunch & Learn	Learning Pathways Partners Session 2	12
06-Aug-20	Lunch & Learn	Learning Pathways Members Session 2	14
06-Aug-20	Lunch & Learn	Lean to drive site productivity	27
07-Aug-20	Lunch & Learn	Learning Pathways Partners Session 3	12
07-Aug-20	Lunch & Learn	Learning Pathways Members Session 3	11
11-Aug-20	Lunch & Learn	Plant Carbon Measuring using the Sustainability Tool	70
12-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	8
13-Aug-20	Lunch & Learn	Culture Diversity	69
19-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	11
19-Aug-20	Lunch & Learn	Carbon reporting	101
20-Aug-20	workshop	Offsite for logistics	9
20-Aug-20	workshop	Inspiring Change: Flexible and Agile working	75

Date	Type	Topic	Attended
21-Aug-20	workshop	Becoming a FIR Ambassador	35
21-Aug-20	workshop	Introduction to Climate Change and Carbon	19
24-Aug-20	Lunch & Learn	Learning Pathways Partners Session 4	18
24-Aug-20	Lunch & Learn	Learning Pathways Members Session 4	29
25-Aug-20	Lunch & Learn	Inspiring and Coaching New Employees	52
25-Aug-20	Lunch & Learn	Learning Pathways Partners Session 5	9
25-Aug-20	Lunch & Learn	Learning Pathways Members Session 5	12
26-Aug-20	Business Bytes	Scotland post COVID-19	18
26-Aug-20	Lunch & Learn	Learning Pathways Partners Session 6	12
26-Aug-20	Lunch & Learn	Learning Pathways Members Session 6	10
27-Aug-20	Lunch & Learn	Waste and resource efficiency family quiz!	12
26-Aug-20	Business Bytes	Local Supplier Briefing - Lower Thames Crossing	130
28-Aug-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	26
02-Sep-20	workshop	Offsite for Project Managers	11
02-Sep-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	4
07-Sep-20	Lunch & Learn	Setting up your project site to combat slavery	23
08-Sep-20	Lunch & Learn	Strategic Value of Wellbeing	23
08-Sep-20	Lunch & Learn	A strategic approach to wellbeing to drive business performance	23
09-Sep-20	workshop	UCL Teaching case	22

Date	Type	Topic	Attended
09-Sep-20	workshop	Business Case for FIR	12
09-Sep-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	3
14-Sep-20	workshop	Modern Slavery	13
15-Sep-20	workshop	Sustainable procurement	7
15-Sep-20	Lunch & Learn	Understanding 5S in Lean Construction	42
16-Sep-20	workshop	UCL Teaching case	20
16-Sep-20	Lunch & Learn	Learning Pathways - Partners	5
16-Sep-20	Lunch & Learn	Learning Pathways - Members	10
17-Sep-20	workshop	Business Case for FIR	21
17-Sep-20	workshop	Embedding Sustainable Procurement	12
22-Sep-20	workshop	Waste & Resource Efficiency	18
22-Sep-20	workshop	Welcome to the School	20
22-Sep-20	workshop	Embedding the People Matter Charter in your workforce strategy	20
23-Sep-20	workshop	UCL Teaching case	10
23-Sep-20	workshop	Mental wellbeing in Construction	29
23-Sep-20	Lunch & Learn	Climate Action Group & the Sustainability Tool	2
24-Sep-20	Business Bytes	Servitisation in the built environment	28
24-Sep-20	Lunch & Learn	Quality in construction	22
29-Sep-20	workshop	Offsite for Quantity Surveyors and Cost Consultants	9

Date	Type	Topic	Attended
29-Sep-20	Lunch & Learn	Speaking out and why	39
29-Sep-20	Workshop	Becoming a FIR Ambassador	12
30-Sep-20	workshop	Transparency in supply chains	10
30-Sep-20	Lunch & Learn	Digital Construction on a Shoestring Part 1	28
30-Sep-20	workshop	Introduction to Climate Change and Carbon	19

1.4 Engagement in the School

As mentioned earlier in the report, the School is performing well against target with 2,263 active companies since April 1st, 2020. Table 4 below sets out the comparisons to previous years, as well as illustrating the significant growth of resource & eLearning access. There is a clear shift in engagement in the School which is very pleasing.

Table 4 Comparison of Active organisations, individuals and engagement over 12 months and since April:

	2020	2019	2018	2017
Active Organisations (over a period of 12 months to September)	2,614	3,092	2,980	2,563
Active Individuals (over a period of 12 months to September)	7,760	6,205	4,972	4,013
Resources & e-learning accessed (over a period of 12 months to September)	39,435	20,616	13,097	10,872
Active Organisations (1 st April – 30 th September 2021)	2,263	1,991	2,015	1,333
Resources & eLearning accessed (1 st April – 30 th September)	9,926	4,183	3,320	2,082

* Active member defined as an organisation which have used at least one resource in the past 12 months. This can be either completing an assessment, coming to one of our events, or accessing an online resource.

The delivery team are continuing to maintain engagement in the School, and the last quarter has seen a steady increase in again in resource views and eLearning downloads. The table below illustrates this.

September has seen a drop in learner numbers however there has been a significant increase in resource views and eLearning views. Various reasoning for September’s learners’ figures are:

- Return to the ‘new normal’ has meant people have less time as they fit in more work commitments; meetings etc
- Many of the training activities that took place in September were workshops which had a lower cap on attendees
- There was only one Business Bytes which took place which usually draw high learner numbers, and this was specific to Scotland

Table 5. Resource access since October 2019

Month	Resource views (not e-learning)	E-learning views	Face to face training	Virtual face to face training	Total no. of learners training
October (launch of new platform)	2,137	678	406	17	423
November	2,315	557	373	78	451
December	1,980	531	233	170	403
January	2,780	1,043	488	0	488
February	2,260	1,094	214	179	393
March	1,669	1,558	213	470	683*
April	1,904	1,483	0	392	392
May	2,378	1,171	0	895	895
June	1,990	950	0	807	807
July	2,256	976	0	839	839

Month	Resource views (not e-learning)	E-learning views	Face to face training	Virtual face to face training	Total no. of learners training
August	2,558	825	0	983	983
September	3,162	1,216	0	517	517

*March had 5 x supplier days/ breakfast briefings

Comparing to last year further illustrates the **significant** shift in engagement in the School this year. The transition (overnight!) to virtual delivery only has enabled so much more learning to take place through the School. Table 6 highlights this.

Table 6. Resource access compared to the previous quarters and year

Year (Apr – Sept)	Resource views (not e-learning)	E-learning views	No. of training activities	Total no. of learners
2020	12,723	6,664	140	3,921
2019	7,352	3,708	67	2,137
%age increase	+73%	+80%	+113%	+86%

As explained in the last report, the number of individual assessments has increased significantly since the launch of the new platform and this is now reported on.

The below table shows how many assessments and re-assessments have been taken (corporate and individual) since the beginning of the year. Since April there has been a total of 124 Corporate assessments and 1,291 individual assessments. There has been 238 corporate re-assessments and 320 individual re-assessments.

Table 7. Assessments taken since January 2020

Month	Type	Assessments	Re-assessments
January	Individual	265	65
	Corporate	30	32
February	Individual	277	38
	Corporate	44	54
March	Individual	270	74
	Corporate	26	45
April	Individual	319	72
	Corporate	18	43
May	Individual	186	49
	Corporate	17	16
June	Individual	186	43
	Corporate	17	31
July	Individual	228	57
	Corporate	28	34
August	Individual	182	45
	Corporate	17	62
September	Individual	190	54
	Corporate	27	52

It has been a real challenge to encourage members to undertake both individual and corporate assessments. There have been several initiatives launched over the last quarter to boost numbers however these have not had much impact.

The real driver for assessments is when Partners encourage their supply chains to undertake assessments and reach a particular level in the School. Understandably, Partners and their supply chains have had other concerns across this year with the impact of COVID, however with the integration of the new Partner maturity matrix, there are a small number of Partners who are beginning to set some KPI's around encouraging their supply chain to complete assessments and gain Bronze status.

1.5 Quality ratings of events

All events that are run are measured against three KPI's: quality; impact (change) and relevancy. These vary via sector and are based on good or excellent responses. The below graph and table illustrate these for the training run to date:

Table 11. Table showing KPI ratings for Change, Relevancy and Quality

Year	Target and measure	Rating	Virtual change +/-
April - Sept 2020	95% of employers will rate the training quality as good or excellent	96%	+1%
	90% of employers will rate the training received as relevant to their needs	90%	-2%
	75% of employers agree training will change the way they do business	83%	-4%
FY 2019/20	95% of employers will rate the training quality as good or excellent	95%	
	90% of employers will rate the training received as relevant to their needs	92%	
	75% of employers agree training will change the way they do business	87%	

The collection of feedback in the first part of the year was difficult as the online set up made it more difficult to collect feedback as most attendees simply leave the call when the session is

ending. The team has worked hard to ensure that a higher level of feedback is collected which has been successful (at least 40%+ of attendees now complete feedback).

It is of course not just about numbers. It is important that the School delivers training that is relevant, as well as impactful and is of good quality. The figures are climbing on these three aspects which is always being monitored. In addition to this the delivery team are ensuring that trainers are upskilled and have the opportunity to refine and continually develop their skills on virtual delivery. The introduction of 'sandbox sessions' in the second part of the financial year will allow trainers to trial online facilitation ideas, use new functionality and share tips and knowledge. The weekly content team focus on feedback specifically around what works, what doesn't, and using the feedback from the attendees, consider learning lessons.

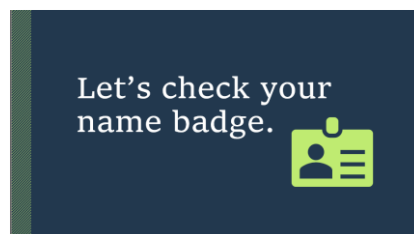
2. PR, Marketing & Communications

The below summarises the various initiatives that the marketing team have been trailing to ensure that the virtual training activities are run to the highest possible standard

Training

Guide slides for training

As part of ongoing improvement, the marketing team has worked to create some guide slides for training sessions. These are separated into the three training types: Business Bytes, Lunch n Learns and Virtual Workshops. The slides include ideas that came from feedback, including house rules, outlining technology simply, allowing time for icebreaker/starter activities, resource recommendations and guided feedback completion.



The move was made to use less "tech" to emulate the in-person experience. Feedback from trainers has been positive so far.

Automated webinars

To keep up with the demand of the easily repeatable training sessions, the marketing team successfully trialed and implemented automated webinar sessions for School dashboards and learning pathways. These sessions are marketed as normal training but are pre-recorded. Initial trial sessions have been successful, and the feedback has been positive from members who have attended them. Automated webinars reduce the amount of time needed from trainers and facilitators. Going forward, this format will be continued to be trialed with key popular topics.

Quiz format training

To date, there has been two topic-based family quizzes throughout the lockdown period. Both sessions received positive feedback. However, with lockdown over, the demand for this has dropped, so the content team has considered amending the format to a fact checker style lunch n learn, moving away from a family-based activity, as children have gone back to School. The first of these is scheduled for November.

Research into online training platforms

Based on feedback from *Zoom/ClickMeeting* use, the marketing team is looking into trialling Teams Live Events (this is different to *Microsoft Teams*). Many of our members use *Microsoft* and *Teams*, so this will make the platform more familiar for the audience to use. The team is currently trialling this. At the moment, the features do not meet/exceed the *ClickMeeting* features for webinars, however this is being trialled with a lunch n learn event (with one speaker) to see if it could be a cost effective option to avoid scheduling issues.



As an additional note, *Microsoft Teams* will be introducing breakout rooms by the end of this year. This would allow workshops to be run on this platform with breakout rooms and so potentially eliminate the need for *Zoom*.

The marketing team training lead is continuing to research the most user-friendly training software available on the market, and investigate any new functionality software, e.g. in-person networking features. This research will ensure the School is staying ahead of the virtual training curve with the latest and greatest features which are also easy to use for a less tech-savvy audience.

Partner communications pack

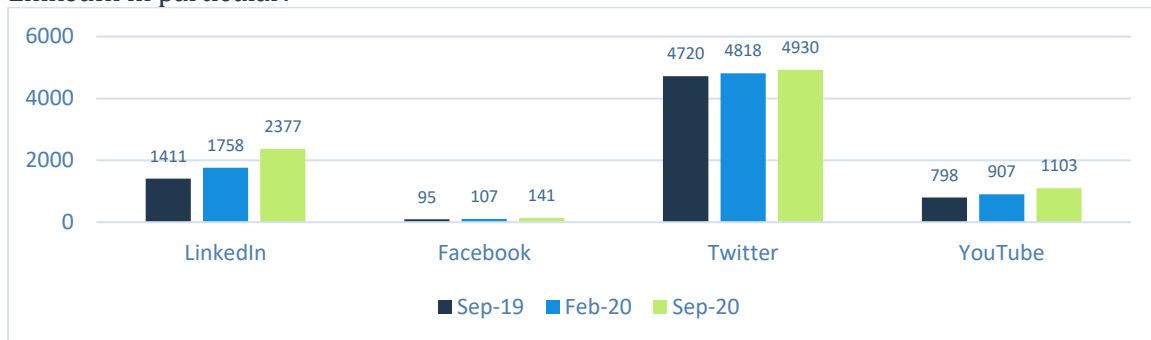
A Partner communications pack has been produced, as well as peer reviewed by the Operations Group, to provide additional support to Partners in their efforts to promote the School to their suppliers. The pack includes all resources, email and text templates and brand elements that Partners need to engage their suppliers. The pack is hosted on the School website behind a password protected gate.

Social media management

A paid subscription of Hootsuite, a social media management tool has commenced. This allows the team to access social media data analysis of all our channels and consolidates all channels across the School, FIR and Offsite to be managed and posted from the same platform, creating a more efficient process. There is a management plan with the wider marketing team to share posting responsibility.

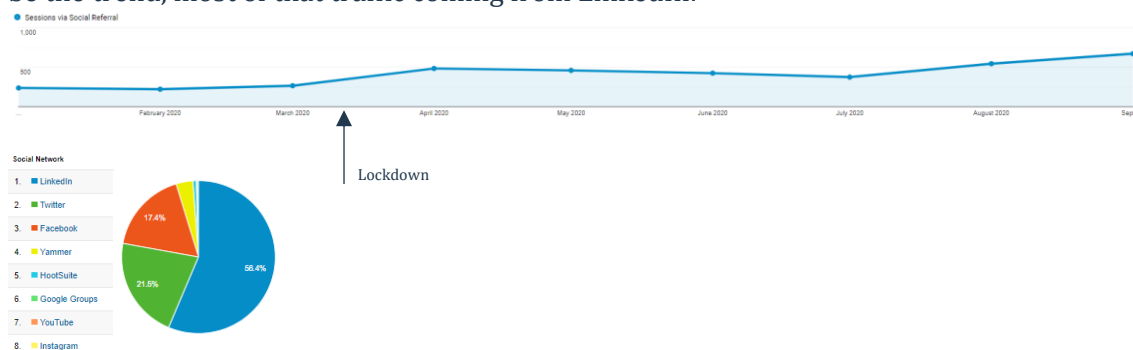
A social media submission form has also been developed to streamline posting and ensure no content is lost. This has been launched internally, and if trial proves successful, will be rolled out to Partners to submit their own social media requests to School channels.

An Instagram account to tailor content to members has been established. This is in its infancy stages however there are 70 followers to date. The other social media channels have seen a good amount of growth since lockdown began, as can be seen from the benchmark chart below, LinkedIn in particular:



All growth is organic from School promotions or referrals.

Referrals to our website from social channels have increased since lockdown, and continues to be the trend, most of that traffic coming from LinkedIn:



Reporting

Social media and email reporting

The marketing team has begun a streamlined way of reporting on results for social media, email and training sessions. Both social media and email results have been presented to the team in a formalised structure and there is more reporting in the pipeline to improve upon the current process.

Email

Email campaigns have seen an increase in engagement to around 13% in open rate, most likely due to more staff returning to work. Several email campaigns are being trialled based on results and feedback from the team and School members.

New resource highlights

Once a month new resources have been highlighted that have been added to the School. The feedback on these emails has been positive and engagement rates are good (12.5%). These campaigns will also help to highlight our new resources so they don't get lost and attribute to non-training learning.

Training pre-communications resources

One to two resources are being shared in pre-event communications to support session content. This has been successful to get attendees familiar with topic content and attributing to the increase in non-training learning (over 10,000 resource views in Q2).

Monthly market news

A new monthly newsletter format for market-specific communications to members has been trialled. Each market within the School will receive a monthly newsletter, based on the focus topic, which includes resources to view and market-specific news. Since starting this campaign there has been an increase in engagement on market email campaigns (1.6% click through average). The format allows for customising content to each market and format.

Weekly training digests

Based on feedback from members who liked seeing all upcoming training in one consolidated email (started during lockdown), the weekly training digest emails have been continued. Sign-ups have increased from this email format. A consolidated training email has increased efficiency in the marketing team and decreased 'email overload' for members. This has been very successful.

Regular Partner communications

With the introduction of several initiatives, especially the launch of learning pathways, there are more regular Partner communications. The feedback has been positive, although more definition between member and partner communications was requested. As a result, highlighting Partner in all email subject lines and there will be a more differentiated email template for Partners.

Media coverage

Media coverage has been busy this quarter, a spring back after the initial pandemic crisis reaction. The School released its Plant Charter in June, announced its 100th Partner milestone, launched the Material Platform Exchange map, promoted the *Offsite for Everyone* materials launch day and announced the packaging waste research taking place with three top Partner homebuilders, which generated a lot of market interest.

The School posts its own press on its news page, as well as any Partner news:

<https://www.supplychainschool.co.uk/about/school-news/>

Publication	Title	Date	URL	Notes
World Best News	60 Supply Chain YouTube Channels To Follow in 2020	29-Jun-20	https://worldbestnews.info/60-supply-chain-youtube-channels-to-follow-in-2020/	Terribly translated to Provide Chain Sustainability Faculty
Construction Index	Flannery first to sign Sustainability School's plant charter	29-Jun-20	https://www.theconstructionindex.co.uk/news/view/flannery-first-to-sign-sustainability-schools-plant-charter	Plant Charter Press Release
Content with Media podcast	What is the new 'Sustainability led Plant Charter' all about?	09-Jul-20	https://anchor.fm/contentwithmedia/episodes/What-is-the-new-Sustainability-led-Plant-Charter-all-about---Its-time-to-educate-ourselves-at-the-Sustainability-Supply-Chain-School-with-expert-James-Cadman-from-Action-Sustainability-eggqv0	Plant Charter Press Release. James Cadman interviewed on podcase around plant charter
Supply Management (CIPS)	How to measure sustainability progress	27-Jul-20	https://www.cips.org/supply-management/opinion/2020/july/how-to-measure-sustainability-progress/	Article by Shaun McCarthy
Project Scotland	Supply Chain Sustainability School marks partner milestone	05-Aug-20	https://projectscot.com/2020/08/supply-chain-sustainability-school-marks-partner-milestone/	100 Partner Press Release
Edie	Scope 3 and the supply chain: How businesses are taking sustainability leadership to a new frontier	05-Aug-20	https://www.edie.net/library/Supply-chain-emissions--The-next-frontier-of-sustainable-business-leadership/6982	100 Partner Press Release. Mention of the School achieving 100 Partners
Construction News	Supply Chain Excellence: Finalists	17-Aug-20	https://www.constructionnews.co.uk/events/cn-awards/supply-chain-excellence-finalists-4-17-08-2020/	CN award entry
Offchan	HS2 Webinar: Work with us Wednesdays – Upskill with Supply Chain Sustainability School	17-Aug-20	https://offchan.com/hs2-webinar-work-with-us-wednesdays-upskill-with-supply-chain-sustainability-school	HS2 workshop
Insider Media Limited	IoD names new leadership team	18-Aug-20	https://www.insidermedia.com/news/midlands/iod-names-new-leadership-team	Mention of Dr Shamir Ghumra and his position on the board
Sunbelt Rentals Sunfest	Sustainability School: Shaping the future of sustainable construction	20-Aug-20	https://www.sunbeltrentals.co.uk/sunfest/	Plant Charter Press Release. Video production from Sunbelt Rentals for their Sunfest event
ISCA	Not Everyone Wants to Save the Planet, and I'm Okay With That.	27-Aug-20	https://www.isca.org.au/News-and-Media/Not-Everyone-Wants-to-Save-the-Planet,-and-I%E2%80%99m-Ok	Hayley Jarick, School in Oz thought leadership
Keller website	Keller awarded SCSS Silver level accreditation	27-Aug-20	https://www.keller.co.uk/news/keller-awarded-scss-silver-level-accreditation	
Alinea website	Offsite for Everyone	07-Sep-20	https://www.alineacostconsulting.com/news/citb-funded-supply-chain-school/	
Humber Training Group	Collaboration, Networks and Sharing Best Practice	16-Sep-20	http://www.humbertraininggroup.com/page13.html	FIR mention
BIM+	Top contractors set up surplus materials matching app	22-Sep-20	https://www.bimplus.co.uk/news/surplus-and-waste-materials-matching-app-launched/	MEP map press release

Publication	Title	Date	URL	Notes
Construction Index	Sustainability School produces materials exchange map	23-Sep-20	https://www.theconstructionindex.co.uk/news/view/sustainability-school-produces-materials-exchange-map	MEP map press release
Construction Manager	Mapping tool for unused construction materials launched	23-Sep-20	https://www.constructionmanagermagazine.com/mapping-tool-for-unused-construction-materials-launched/	MEP map press release
Chartered Institute of Architectural Technologists (CIAT)	Mapping tool for unused construction materials launched	23-Sep-20	https://ciat.org.uk/resource/mapping-tool-for-unused-construction-materials-launched.html	MEP map press release
Highways Magazine	Free inclusive training tools released to construction industry	28-Sep-20	https://www.highwaysmagazine.co.uk/Free-inclusive-training-tools-released-to-construction-industry/8584	FIR press release
Roofing, Cladding & Insulation Magazine	New fairness, inclusion and respect resources will benefit everyone in construction	28-Sep-20	https://rcimag.co.uk/news/new-fairness-inclusion-and-respect-resources-will-benefit-everyone-in-construction	FIR press release
Edie	What makes a sustainability leader? Get to know Willmott Dixon's award-winning team	02-Oct-20	https://www.edie.net/library/What-makes-a-sustainability-leader--Get-to-know-Willmott-Dixon-s-award-winning-team-feature/6987?adfsuccess=1	Article about Willmott Dixon Team of the Year Award 2020. School mentioned in final paragraph.
SustMeme	Boost for UK construction with launch of Offsite for Everyone	02-Oct-20	https://sustmeme.com/2020/10/02/news-boost-for-uk-construction-with-launch-of-offsite-for-everyone/	Offsite press release
Local Authority Building & Maintenance	Supply Chain Sustainability School to launch Offsite for Everyone	05-Oct-20	https://labmonline.co.uk/news/supply-chain-sustainability-school-to-launch-offsite-for-everyone/	Offsite press release
Construction Index	House-builders collaborate for packaging research	07-Oct-20	https://www.theconstructionindex.co.uk/news/view/house-builders-collaborate-for-packaging-research	Waste research press release
Materials Recycling World	Housebuilders team up to study packaging waste	07-Oct-20	https://www.mrw.co.uk/news/housebuilders-team-up-to-study-packaging-waste-07-10-2020/	Waste research press release
Housebuilder	Housebuilders and Supply Chain Sustainability School research packaging waste	07-Oct-20	https://www.house-builder.co.uk/news/housebuilders-and-supply-chain-sustainability-school-research-packaging-waste/?pk_campaign=newsletter_1540	Waste research press release
Housebuilder & Developer	Homebuilders and the Supply Chain Sustainability School collaborate to research packaging waste	08-Oct-20	https://www.hbdonline.co.uk/news/homebuilders-and-the-supply-chain-sustainability-school-collaborate-to-research-packaging-waste/	Waste research press release
ABC Money	Can Waste-to-Energy Solutions Solve Two Problems at Once?	08-Oct-20	https://www.abcmoney.co.uk/2020/10/08/can-waste-to-energy-solutions-solve-two-problems-at-once/	Mention of School and Reconomy in last paragraph, link to the School website

External trade shows

To tie in with **London Climate Action Week** (LCAW) from 16-20 November, the School has signed up to be a stakeholder in organisation of the event. The School will use the LCAW platform to promote two carbon specific training sessions running during this week, which will hopefully give another external avenue to promote the School.

The **Construction News Awards** have been postponed and will be run virtually (26 November), and the School is shortlisted for the supply chain excellence award.

2. Sector Group Progress

Below outlines what each leadership group has been focusing on since the new financial year has started.

2.1 Construction

The group is on target to achieve its KPI's around supply chain engagement for Q2, and attendance at recent workshops and business bytes on topics such as sustainable procurement, social value and circular economy case studies have been popular. The launch of the learning pathways is significant, and partners are already starting to plan how to roll these out to the supply chain. For example, one main contractor is running topic specific workshops (led by the School) for the supply chain and plans to launch learning pathways for attendees to complete as a follow on from the workshop. Carbon, waste, social value, FIR and wellbeing continue to be priority issues.

General feedback from construction partners is that the sustainability agenda is more important than ever before in light of COVID-19, and this seems to be reflected in the increased demand for Partner workshops, partners joining school training webinars, and resources accessed by partner organisations. There has been an increased demand for support around FIR and Carbon, as well as topics such as race and cultural diversity, and social value. A growing number of partners are building the School e-learning modules into their own learning management systems.

A workshop ran in July that focused on how Construction Partners can get more value through School partnership, using the maturity matrix as a tool to help identify opportunities. Engaging internal stakeholders / influencing decision makers internally was highlighted as a key challenge, with many Partner organisations relying on a small number of people within the business to engage with the School. Partners were keen to hear from others about how they've overcome similar challenges – both in relation to engaging colleagues internally, as well as around supply chain engagement.

A low carbon procurement workshop for London's Responsible Procurement Network was run at the end of July. Senior procurement representatives from 18 of London's borough councils

participated in the workshop, with positive feedback. The workshop introduced them to the concept of low carbon procurement and helped them understand where to focus efforts to achieve the various net zero targets as part of their Climate Emergency Action Plans.

Thirty nine clients are currently active on the School, and three clients have recently spoken at virtual training events, including Argent on their approach to delivering social value at their Birmingham project.

2.2 Homes

The packaging waste stream pilot project launched this month. The kick off meeting was attended by Bellway, Taylor Wimpey, Barratt Developments, Zero Waste Scotland, Reconomy and Valpak (who is leading the project). Due to the lack of CITB funding, this project is now funded by the three homebuilder Partners, alongside Zero Waste Scotland. This will provide an insight into the Homes packaging waste streams, and help Partners understand how much, and what type of packaging is coming from different suppliers. Once there is an understanding of the different packaging waste streams, homebuilders will be able to better manage/ segregate on site, and ultimately be in a more informed position to explore opportunities to reduce and ideally design out waste.

In the September leadership group meeting, Partners were asked about their priorities, and both Carbon and biodiversity were identified as high priority, especially considering COVID-19. The Homes group is leading on a biodiversity netgain business bytes webinar in October featuring Berkeley Group, Redrow, Canary Wharf Group and Dr Julia Baker, UK biodiversity netgain expert. The event will run in a podcast format, with plenty of opportunity for discussions / Q&A. Also running is a carbon in homes business bytes in November in partnership with HBF and UKGBC. This will provide an opportunity for partners to share their carbon strategies with the supply chain, highlight the work of the carbon action group, and communicate what this means for the supply chain. Speakers include Barratts, Taylor Wimpey and Telford Homes.

The HBF is leading a new 'Future Homes Task Force'. The School is represented on this Task Force and hopes to play a key role when the working groups are formed, especially around the skills agenda.

The launch of the learning pathways was well received by the group – work will be happening between now and October to look at developing some suggested self-enrol learning pathways that could potentially be cascaded to the wider homes supply chain, helping to deliver a common and consistent message. Redrow is currently trialling the learning pathways internally and will share feedback at the next meeting. Several other Partners are considering use of the learning pathways to upskill their own teams.

Most homebuilder Partners are involved in the carbon action group and taking part in the pilot to capture scope 1 and 2 data from their supply chain through the carbon reporting tool.

Unfortunately the response from the supply chain has been disappointing to date. It is hoped this will change in the coming months.

Presentations from Partner organisations at Leadership group meetings about their engagement with the School, from a supply chain perspective, internal use, or both, have worked well. These have focused on challenges, lessons learned and benefits, and have helped inspire Partners on how they could better engage and get more value from partnership. The Homes group is keen to hear how other Partners from infrastructure and construction are engaging with the School.

2.3 Infrastructure

The Infrastructure Group continues to grow in numbers and anticipates significant government in the sector as the economy recovers from the impact of the Covid crisis. The next group meeting will focus on perspectives from senior figures from the sub-sectors of the industry; rail, nuclear, highways, energy and materials supply. The aim will be to gather a strategic perspective on issues ranging from Covid recovery, Brexit and other mega-trends that will impact the sector in the coming months and years.

Using the new School platform, some project or Partner specific initiatives are emerging. For example, Highways England project, Lower Thames Crossing has a project specific partnership, United Utilities have created a partner page with links to resources in the School and Highways England Regional Investment Programme is considering a bespoke approach to the School to include application of the cloud based reporting system, bespoke partner dashboard, a badge scheme for supplier recognition and programme specific learning pathways.

2.4 FM

FM continues to play a central role in post lockdown activities with clients and service users, reopening furloughed sites, developing plans for safe working, and meeting a wide range of other emergency and non-emergency business needs. Partners were able to report that supplier response has been largely excellent in recent months despite the challenges being faced.

The FM Group met on 2nd September and focused on building upon commentary and action planning previously developed at the previous partner meeting. This has been developed using the online facilitation tool. Mural, providing an outline and record of partners' approach to the constraints and challenges created by the lockdown as well as ideas for partners and the School to take forward to improve things. One area here is the principle of "saving the gains" in terms of resource efficiency, carbon reduction due to implementing remote working etc. the School and partners will address this theme through a future event, sharing ideas etc.

In terms of learning and development, most FM partners have as mentioned above been highly preoccupied with delivery in recent months. Therefore learning and training needs have necessarily taken something of a back seat. This issue will need to be revisited over the final two quarters. The return from furlough of several key FM contacts is very welcome and will no

doubt be of help in forward events planning for the current FY and into 2021/22. Vinci Facilities requested that the School support them with three short “brunch and learn” workshops scheduled for Q3. It will be interesting to see how this format is received by Vinci’s team.

2.5 Offsite

The Offsite team have now completed the development of 22 e-learning modules and 24 short video clips to add to the resource library. This includes 8 new modules focusing on Offsite Sectors, Offsite Systems and the job functions of procurement, design, project management, cost consultant, procurement, logistics and site management. As part of this work we have also worked with the Get it Right Initiative to launch a new module on [quality](#) and update our eight modules on [management](#) skills.

These modules are branded as [Offsite for Everyone](#) and launched this on 20th October with 210 people attending.

In terms of engagement there are over 900 active companies (in a 12 month period) against an annual target of 600 and 2,173 e-learning downloads against an annual target of 600. So, it is safe to say interest in offsite has rocketed this year.

2.6 Wales

The School in Wales has focused on two key themes over the previous quarter - building relationships with key stakeholders/influencers and engaging the Partners in the various projects that are being delivered across the wider School.

A keynote event is taking place on the 14th of October on behalf of the Sewscap framework (the largest construction framework in Wales) which has been designed to bring together the construction industry and major public sector clients (Schools, Local Authorities, hospitals) to assist greater collaboration in delivering their projects in line with the Wellbeing of Future Generations Act. The keynote speaker for this session is Sophie Howe, Commissioner for the Act in Wales.

The next leadership group meeting will be joined by Deputy Minister, Lee Waters, to speak. The Deputy Minister’s role is work with the construction sector and sustainability issues and this is a significant coup for the Leadership Group in Wales.

The events programme has continued to deliver successfully, and the group are particularly pleased with Transport for Wales’ engagement in the FIR programme. TFW is set to create the highest number of FIR Ambassadors in one session and shown a real commitment to the programme by pushing FIR through its supply chain.

2.7 Scotland

Specific training activities for the Scottish market have taken place during the initial lockdown period, and to support the recovery and return to operations. These included “Low Carbon Infrastructure / Civil Engineering” (90 attendees); “Urban Regeneration in Aberdeenshire” (31 attendees); Phased Return to Operations (22 attendees). At the time of writing, 307 learners from Scotland have participated in the School’s training since 1 April 2020.

The School’s joint working with Zero Waste Scotland has continued to develop, in line with the Group’s focus this year on Waste and Carbon. As part of the collaboration particularly on the Circular Economy, an innovative webinar “**Servitisation in the Built Environment**” was delivered on 24 September. A joint “**Design out Waste**” workshop is also planned for November. Also, Zero Waste Scotland have helped to develop, finance and run the Homes Packaging Data Collection Trial, which is taking place between September and December 2020.

The School is supporting a “Green Recovery / Sustainable Retrofit Public Funded Programme” being proposed to the Scottish Government and has also inputted into the Scottish Construction Leadership Forum’s Recovery Plan.

Scotland currently has 201 active companies, from 766 corporate accounts. 96 Key Suppliers to major contractor Partners are actively learning through the School in Scotland. A recent meeting of the Leadership Group highlighted a high number of dormant accounts across Key Suppliers – and action is being taken to reinvigorate these and increase the numbers of Key Suppliers who engage regularly with the School. A more targeted approach to direct marketing, providing topical training resources to view and download, will also help to increase general membership levels across Scotland.

2.8 FIR

Fairness, Inclusion & Respect has become a popular programme over the recent weeks due to the sensitive topic of #blacklivesmatter and the exposure through the media. This has sparked organisations to revisit/visit and consider the BAME community within their organisation. The FIR team have received a large volume of enquiries to help deliver this topic. Many have produced a programme of events that FIR can support for their organization or interested in attending a workshop this programme.

The FIR programme is pleased to announce it has hit the SME target of 900. There will be a continued effort to focus on SMEs engagement the programme delivery.

A FIR learning pathway is being developed for ambassadors to achieve a Bronze, Silver or Gold status. This should be live in the coming months. See below for details of the journey.

Proposed FIR Ambassador learning learning journey



2.9 Digital

“Downloading a Digital mindset” project focus is now on the four eLearning modules in development. Working closely with subject matter expert, David Emery there is an agreed timeline to finish the production for all the eLearning. These are currently in design phase. The aim of to have these completed by end of 2020.

In August UCL (University College London) hosted a trial session of their Teaching Case course to a peer review group to offer feedback, helping finalise the workshop for September delivery. These virtual workshops took place over three days, with six half day sessions for participants from Thames Tideway Alliance and Skanska Supply Chain.

The Digital Maturity Matrix – *Corporate* and the Digital training needs assessment – *Individual* has now reached its final stage of content development. A radar chart feature is being added to offer detailed feedback responses once a participant completes the matrix, this is currently in development stage.

Industry are still needed to support the above to achieve the outcomes and change towards the implementation of digital to the Construction sector.

2.10 Procurement

The “**Performance through Procurement**” project has revisited its timeline to make sure all element is on track to be developed on time. The focus has been to complete the eLearning modules listed below. To help with the development of each module the project has engaged with all peer review groups for the feedback. Through this peer review process as an example the discussion has taken place to rename “Procurement for SMEs” to “Introduction to Procurement”. These are currently on schedule.

Listed below are the eLearning modules in development:

Group	Subject
Group 1	Introduction to Procurement
Group 2	Cost & Value Based Procurement – Subcontracts
Group 3	Cost & Value Based Procurement – Materials & Plant
Group 4	Managing Performance Through Procurement
Group 5	Supplier Relationship Management
Group 6	Kings College – Collaborative Procurement 1,2 & 3

Kings college have been developing their content for their three modules for Collaborative Procurement within the timeframe given above.

In development is also the Training Needs Assessment, Performance Tool, a Resource library, and relevant web pages.

3. New Knowledge Development

3.1 Plant Category Group

The Group rolled out the [Commitment Charter](#) in the summer with Flannery Plant Hire being the first signatory in June. There are now have 12 signatories that include main contractors and plant hire firms. Just to reiterate, the aim of the Group and the Charter in particular is that the Supply Chain School will lead the way for the UK’s Built Environment to drastically reduce onsite emissions to air that are harmful to human health and the planet such that they will reach net zero by 2040 and contribute to UN Sustainable Development Goals 3, 11 and 13. We welcome more signatories to drive the message and implementation of better site practices.

In parallel, two reference ‘directories’ have been developed to meet the need for more information that is easy to access in one consolidated location – the School. The first provides information on the variety of operative training available to help build their competences on fuel efficient driving. The second is on the growing prevalence of low emissions zones in UK

cities. Both 'directories' list the meta data for each training scheme or LEZ – the what, where, who and how. The plan is to automate these through a mapping function analogous to the Waste Group's recent [Material Exchange Platform](#) map.

3.2 Labour Category Group

There are currently 67 signatories of the People Matter Charter with our second client, Scape group, signing this week. The target of 100 is moving closer for the end of this financial year. A series of events have been running to support both the implementation of the charter itself as well as key commitments contained within the charter itself which have been positively received.

The group are in the process of increasing our stakeholder base with FCSA and RICS in talks to get closely aligned with the charter alongside ACAS and GLAA who are already on board. Work is currently underway to automate the roadmap and being a signatory next year will require completion of the automated roadmap. The group are currently drafting the revised wording to allow us to automate the map and whilst the technical aspects of the system are under development the group will be producing a guidance document that will enable people to position themselves accurately against the requirements of each stage of the journey.

3.3 Waste Category Group

Highlights this quarter have included the re-launch of the School's introduction to Waste e learning module, and hosting of a session with Alex Marsh of HMRC Tax design team, focusing on the upcoming Plastic Packaging Tax.

Following a prolonged period of planning the Group has also been recently able to complete or begin the formal roll out of several important projects.

The partner and member plastics waste survey was completed by 101 organisations and a report issued to group members. This is a very pleasing response given the recent constraints. The results do however present several concerns. For instance, only around one in five of responding organisations have begun dialogue with suppliers regarding reduction, increasing recycled content etc and only one in five could confidently provide information on plastics waste split by polymer type.

The interactive map was launched showing the locations and key contact information etc for Material Exchange Platforms (MEPs) around the UK. This has been very well received by the School's stakeholders and is already attracting considerable web traffic. The interactive mapping principle is now in the process of being adopted for other uses in the School.

Thanks to funding contributions from Zero Waste Scotland, Bellway Homes, Barratt Developments and Taylor Wimpey, it has finally been possible to commence the packaging

material sources data gathering trial. Using methodology and a unique database provided by Valpak, this trial aims to develop detailed understanding of the sources of packaging generated by a collated “top 50” list of suppliers to the Homes market. It is hoped that the resulting information will form a basis for constructive dialogue with suppliers and manufacturers, aimed at reducing packaging, increasing recycled content, and investigating alternative means to safely and securely deliver materials to site.

3.4 Special Interest Groups:

Carbon

Due to the lockdown in the UK and the closing of lots of sites, many of the suppliers and contractors were unable to report their carbon emissions data into the Performance Tool. Since the easing of restrictions and the return to work there has been a resurgence and renewed focus in activity to address carbon emissions. More partners, suppliers and contractors are getting involved and to support this, in September there were weekly ‘drop in’ webinars where anyone could join to learn how to use the Tool.

There are plans to deliver a School-wide carbon event at the end of November to spread the message and engagement more widely.

Several Partners are now actively promoting and using the Climate Action Group and the Tool as the means to achieving Science Based Targets for scope 3 emissions. Likewise, the benefit to suppliers is the ability – for free – to understand the scale of their carbon footprint, identify where hotspots lie, and be able to report emissions data to their clients.

Wellbeing

The outputs from the Wellbeing Special Interest Group (visualisation + report) are currently underway. The designers have been instructed and are working to produce a first draft of the visualisation by end of October. This concludes the Wellbeing group. Thank you to all Partners who contributed and gave their time to this group.

4. New Partners

The School welcomes new Partners this quarter: Mane, Pro Rail Services & Shay Murtagh.

End.